

# RISEEQUITY™ WORKBOOK

## INCLUSIVE LEADERSHIP



RISEEQUITY™

# Inclusive Leadership | A Participant's Workbook

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## Introduction

Inclusive leadership is a powerful approach that unlocks the full potential of your workforce. Fostering an environment where all employees feel valued and heard will reap numerous benefits. As team members become more invested in their work and the company's mission, more engagement, and higher productivity are natural outcomes. This heightened engagement leads to increased innovation, with diverse perspectives contributing to creative problem-solving and fresh ideas.

Better collaboration is another key advantage of leading a culture of inclusion. When employees feel comfortable sharing their thoughts and experiences, cross-functional teamwork flourishes. Also, inclusive leadership has a significant impact on employee retention. Employees who feel respected and see growth opportunities are likelier to stay with the company long-term. This reduction in turnover saves on recruitment costs and preserves institutional knowledge.

Organizations with inclusive leaders also have a greater ability to attract the best talent. As word spreads about a company's inclusive culture, top candidates from diverse backgrounds are drawn to these welcoming environments. This competitive advantage in recruitment ensures a constant influx of skilled professionals, further driving your company's success.

**This workbook is meant to support your continued learning and provide you with the following:**

1. Ways to **expand your understanding of biases** that impact your decision-making and inhibit building intercultural intelligence
2. Methods to **grow your understanding** of how your actions create **inclusive or non-inclusive cultures**
3. Suggestions for addressing **behaviors that do not create cultures of inclusion** (including colleagues, vendors, and clients)
4. Creating **strategies for holding more inclusive meetings** and adapting your leadership style to enable all team members to contribute their full value
5. Approaches for **developing everyone on your team to their full potential**
6. Ways to model **intentional allyship and advocacy**
7. **Reminders and Tips**

## 1 | Expand Your Understanding of Bias

Common Biases That Impact Decision Making			
Confirmation Bias	Similarity or Affinity Bias	Attribution Bias	Conformity Bias
Gathering evidence to confirm pre-conceptions or preexisting beliefs and ignoring contrary information.	A desire to be with people similar to us, bonding quickly with or favoring people with whom you (we?) share similarities.	Belief that when others do well they are lucky, and when they do poorly we attribute it to them.	Bias caused by group peer pressure. Going along with the group rather than voicing one's opinion.

Ask yourself if you recognize holding any of these biases in yourself and what you might do to minimize them. If you are courageous, ask your team...

- An example of me using confirmation bias is:

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- An example of when I can see that affinity or similarity bias was at play for me was:

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- I acknowledge that, at times, I've attributed other's success to luck (attribution bias) and am now more aware of that bias:

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- I see conformity bias at play when, as a group, we agreed in the meeting; however, after we left, I spoke with peers about disagreements that we didn't raise in the meeting.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

## Group Biases and How to Counter Them

Group/Culture Biases That Impact Decision Making				
Pattern Recognition Bias	Action-oriented Bias	Stability Bias	Social Bias	Common Enemy Bias
<i>— And, what you can do —</i>				
Use situational leadership concepts to change a past solution, role reversal, and make the situation bigger.	Include introverts, recognize uncertainty, and encourage disruption.	Shake things up, establish stretch targets, and offer reverse mentoring.	Stimulate debate, reverse point of view, and ensure diversity of thought.	Make the external competition the enemy, form joint teams, and promote rotations.

- **Pattern Recognition Biases** lead us to recognize patterns where none exist. For example, when comparing situations that are not directly comparable and supporting plans based on the status of the person presenting them rather than on factual evidence. When analogies or comparisons are used to justify a decision, and convincing champions use persuasion to tell a compelling story, pattern-recognition bias may be at work.

To counter pattern-recognition bias, change the angle of vision. You can do this by role reversal, customer feedback sessions, asking if this solution was done before, brainstorming how it could be done differently, making the problem bigger, etc. Adopt a mindset where you pause and look at matters from another angle.

- **Action-oriented Biases** means to take action without considering all the potential ramifications of those actions. These biases cause us to overestimate the odds of positive outcomes while underestimating the impact of negative ones. We often put too much faith in our ability to produce the desired outcomes while taking too much credit for past successes. When this happens, we discount or ignore possible impacts during the planning process.

Counter action-oriented biases by recognizing uncertainty and distinguishing between decision-making and implementation. During decision-making, get comfortable with uncertainty and disruption and encourage dissent.

- **Stability Biases** create a tendency toward inertia in the face of uncertainty. We lock on so hard to a treasured value that we refuse to make necessary adjustments. We allow the pain of unrecoverable historical costs to guide future courses of action. Or we fight to maintain the status quo without pressure to change it.

Inhibit stability bias by shaking things up. Compare decisions over time and look for too much of the same strategy. Establish stretch targets that cannot be achieved through business as usual.

- **Common Enemy Biases** are often found in organizations when a group is identified as the enemy. The challenge is found when that common enemy is within the same organization, and it causes infighting, fractionation, and a sense that departments, geographies, or divisions are pitted against others. These disagreements (often unspoken) concerning the relative importance of key corporate objectives inhibit true collaboration, innovation, and a unified approach to problem-solving.

Refocus discussions when blame is ascribed to other departments to deter common enemy bias. Bring colleagues from other departments where there were issues into meetings. Consider inviting a few outspoken team members to “shadow” the other department for a day or week so they can understand what other departments do. Refocus on external competition or external challenges, as well as stretch targets.

- **Social Biases** arise from the preference for harmony over conflict. They show up in things like the desire to quickly reach a consensus rather than explore alternative courses of action, groups tend to align with the leader’s viewpoint. An absence of dissent is a strong warning sign. Social biases are also likely to prevail in discussions where everyone in the room knows the views of the ultimate decision-maker (and assumes that the leader is unlikely to change their mind).

To counter social biases, stimulate debate among teams. Genuine debate requires diversity in the backgrounds and personalities of the decision-makers, a climate of trust, and a culture in which discussions are depersonalized. Effective debate requires leaders who genuinely believe in the collective intelligence of a high-caliber team.

## Raise Awareness of Biases

Do you recognize any of these biases in your organization? If not, copy the list above and distribute it to each team member before the next meeting. Ask team members to put a red checkmark next to each bias that comes up during the meeting. Don’t be surprised if those lists return with a lot of red!

One of the most important leadership skills in the past was gathering information, analyzing it, and then projecting what the future would look like three to five years out. But in today’s world, where change is more rapid than ever, and we can never have all the information, adaptability and flexibility are key.

The current business environment demands strategic agility – the ability to react swiftly to rapidly changing marketing conditions without losing focus. To develop that skill, today’s leaders must become very good at three things:

- Identifying and regularly challenging our underlying assumptions
- Identifying and eliminating our organization’s behavioral biases
- Constantly assessing and evaluating how we process information and make decisions

## Self-Awareness Activity

Often casually referred to as “EQ”, Emotional Intelligence (EI) comprises four important domains: self-awareness, self-management, social awareness, and relationship management. Within those domains are twelve EI competencies, as listed in the table below. Daniel Goleman is the author of the best-selling Emotional Intelligence work and has offered a framework that has become common in the workplace. He writes often that in order for leaders to excel and deliver excellent business results, they need to develop a balance of strengths across these Emotional Intelligence competencies.

<b>Daniel Goleman’s Emotional Intelligence Domains and Competencies</b>			
<b>SELF-AWARENESS</b>	<b>SELF-MANAGEMENT</b>	<b>SOCIAL AWARENESS</b>	<b>RELATIONSHIP MANAGEMENT</b>
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientations	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

Source: [www.danielgoleman.info](http://www.danielgoleman.info)

a) What Emotionally Intelligent competency areas are your strengths?

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b) What Emotionally Intelligent competency areas deserve more of your attention?

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c) What is the impact of not having Emotional Intelligence as part of your leadership?

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d) Are there any downsides to being highly Emotionally Intelligent?

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e) In what visible ways will you have a greater leadership impact as you expand your Emotional Intelligence?

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## Team Discussion Activity

Share the following scenario, ask your team to weigh options, and then discuss it as a group. Ask if this could happen in your environment. This activity should take approximately 10 minutes.

*Every Friday, a group of managers go for drinks to celebrate their hard work and business successes that week. Most of the time, when the managers leave the office, Shanuj is nowhere to be found.*

*As a leader in this organization, you wonder why Shanuj does not join the team for this weekly ritual – what do you do?*

- a) You privately asked Shanuj why he didn't join the group on Friday. When you find out he has to attend prayer every Friday; you suggest that the group find another day of the week to go out together.
- b) You do nothing and assume that Shanuj has his reasons for not attending, and it is none of your business.
- c) In a team meeting, you ask Shanuj why he doesn't join the Friday gatherings; when he tells you why, you ask him if he could pray on another night so he can join the group.
- d) You suspect Shanuj isn't comfortable going for drinks because of prayers, and know that Becky always leaves early because she has to get home to her children. You suggest the group does something over lunch or at 4 PM on Fridays to celebrate the week's accomplishments so everyone can join.

## 2 | Grow Your Understanding of Inclusive or Non-inclusive Cultures

### Inclusive or Non-Inclusive Activity

- Ask a question, then discuss it with your team or colleagues; discuss 3-5 at a time.
  - Are these actions Inclusive or Non-inclusive?
  - These are not simple yes/no questions but should spark a dialogue about why they are inclusive or not.
1. We should delegate the controversial diversity, equity, inclusion, and belonging discussions to HR.
  2. Don't intervene when some dominate meetings or interrupt others; let the discussions be organic.
  3. Give actionable feedback to all members of your team related to how they can grow their careers.
  4. Trust that the CEO has made the business case for DEI&B clear and that your team understands it.
  5. The best hire is someone from your network or previous company; after all, you know what you are getting.
  6. Delegating less complex or low-visibility projects to your female colleague or team member returning from leave can help ease the transition from parental leave.
  7. Do not let people sit silent when you know they might have something important to say.
  8. Prevent difficult conversations in meetings as they are not productive.
  9. Coach your millennial team members to follow your presentation style.
  10. Strongly ensure team members understand your viewpoint.
  11. Adapt your behavior, verbal and non-verbal communication, and energy so you are effective and appropriate to the situation.
  12. Seek the most opinionated people and people who disagree with you before making a decision.
  13. Manage your listening-to-talking ratio (listen more than you talk 70/30 ratio.)
  14. Ask your team members how they support DEI&B and encourage them to share it with the team.
  15. If you're not sure how to pronounce someone's name, ask. Then, be sure to pronounce it correctly in the future.
  16. Get involved in controversial DEI&B discussions.
  17. Avoid assuming someone's gender based on their first name.
  18. Believe that differently-abled people can work on your team.
  19. Attend an event celebrating another culture, such as International Women's Day or a Pride event.
  20. Leave a meeting early to participate/attend a family event and let others know that is why you have to leave early.



## Team Discussion Activity

Share the following scenario, ask your team to weigh options, and then discuss as a group. Is this something that could happen in your environment? This activity should take approximately 10 minutes.

*You bring Joan, a high-potential new employee, to a meeting with a peer VP and introduce her as the expert on a topic. While Joan explains the topic, your peer turns to you with questions. You keep saying, "I'll turn that over to Joan since she's the expert on this topic. I'll let her give you the critical information and our recommendations." The VP continues to expect your reply to his questions and is dismissive of Joan. Joan's frustration and anxiety begin to visibly show.*

*What do you do to help set Joan up for success?*

- a) You realize the VP doesn't see someone as young as Joan or perhaps a woman as a real expert, so you jump in with the answers to the VP's questions.
- b) You tell the VP that even though Joan is new to the company, she has a great deal of experience, is the expert on this topic, and is the best person to provide insights and answer any questions. Then you say you will leave it in Joan's capable hands and be back shortly because you need to take an urgent call and leave the meeting.
- c) You call a quick break and privately pull Joan aside to coach her on being more assertive and remaining calm even if she is being ignored.

### 3 | Behaviors That Inhibit Cultures of Inclusion

**When you See Something ... Say Something: examples of what to say when you hear inappropriate language.**

- Can you please repeat what you said? I may have misunderstood or did not hear you correctly
- That is not how we speak about others inside this organization.
- We expect your “best self” here; that belief and/or behavior is not consistent with our company values.
- You might not realize how what you just said/did comes across; it reflects negatively on your leadership.
- It has always been my impression that you are creative. I trust you can think of other ways to be funny so that your humor does not hurt another person.



Credit: Rianna Duncan | Punch Cartoon

**Ask Yourself and Your Team these Flip scenarios and discuss how to proactively support one another in “flipping” before responding in the future:**

- If a man reacted this way, would I interpret him as clearly frustrated or think he is overly emotional as I just did?
- Is a man expressing anger the same as a woman getting teary in the office, and are either acceptable? How do I handle my discomfort with one or both of these?
- If she smiled more, would she be more likable? Would I ask a man to smile more or think if he doesn't smile, he is not likable?
- If she didn't have children, would I consider her for this assignment that involves travel?
- If her hair wasn't gray, would I consider her more innovative and tech-savvy?
- If she were a man, what salary would I offer him, and did I offer her the same or save money?
- If he was more extroverted, would I see him as more strategic?

- If his tattoo was less visible, would I be more comfortable with him in a leadership role?
- Would I feel less intimidated if he didn't have such dark skin?
- If he didn't have a physical disability, would I speak so slowly and loudly to him?
- Would I provide more specific career development coaching if she didn't cry so easily?
- If he spoke better English, would I pay more attention to what he is saying?

## Team Discussion Activity

Share the following scenario and ask your team to weigh in on options. Then, discuss as a group. Ask if this could happen in your environment. This activity should take approximately 10 minutes.

*Ian has been interviewing for a job he is well qualified for, and it is clear that with his skills and experience, he will add a lot to the team. However, the job involves last-minute travel, and some people on the selection committee feel strongly that his wheelchair usage makes him unsuitable for it.*

*You are the hiring manager and want to hire Ian. What do you do?*

- a) You should follow up with Ian after the interviews and ask him what accommodations, including last-minute travel, he would need to meet the job qualifications.
- b) You research what would be needed to accommodate a wheelchair disability and forward what you learn to the other selection committee members, strongly suggesting that you offer Ian the job.
- c) You discuss with HR what is required to accommodate Ian and develop an action plan for the appropriate accommodation.
- d) You agree with the majority that hiring Ian for this role would be challenging. You keep his resume on file, hoping that another job may open up that wouldn't be so demanding.

## 4 | Strategies for Holding More Inclusive Meetings

### Make sure the right people are involved.

- Consider the best practice that states at any meeting where an important decision is being made, and ensure that at least two women are included and their opinions heard. If this means stopping the meeting to include two women, then stop the meeting. After a while, the group will recognize that it needs diverse perspectives and invite more diversity to the meeting before decision points arise. Start this practice with women, then expand to people of color and other elements of diversity.

- Do you always invite the same group, or could you widen the circle and get ideas from the edge?

I include people from outside my team

\_\_\_\_\_ Yes \_\_\_\_\_ No

- Notice when you are not listening as closely or open to ideas because they come from a source you do not expect to offer the solution – make a concerted effort to be open to ideas from people you least expect.
- Ensure diversity of backgrounds, roles, and interests; cultivate critics and encourage healthy discourse within the team by modeling openness to it.
- Invite contributions based on expertise, **not rank or time at the company**. Don't hesitate to invite expert contributors to come and present a point of view without attending the entire meeting.

I invite people to the meeting to provide subject matter expertise

\_\_\_\_\_ Yes \_\_\_\_\_ No

- For the portion of the meeting where a decision is going to be made, keep attendance to a minimum while ensuring the group's diversity wherever possible.
- If some newcomers are at the meeting, give very brief introductions to everyone. **Don't just introduce the new people** who are already disadvantaged; they will still not know who they are talking to, putting them on the spot.
- Start the meeting with one brief question to establish the human connection before diving into problem-solving. Establishing a personal connection helps the group get to know each other. It creates an environment with a level playing field—not one based on titles—encouraging all to contribute. Suggestions include: what town were you born in, or what is your favorite charity? This takes little time; studies show that personal connection improves the group's performance.

I use meeting starters that are inclusive (not sports-related or exclude some people)

\_\_\_\_\_ Yes \_\_\_\_\_ No

## Assign pre-work to give the introverts the same opportunity to contribute as the extroverts (Meyers Briggs definition of introvert/extrovert regarding internal processing)

- Before meetings, send out an agenda and as much preparation material for decisions as possible. Everyone will not read it in advance at first, but if you don't spend the time reiterating the material in the meeting, people will take the time in advance to review it. This will shorten your meeting times and make them more efficient at the start.

I send an agenda in advance, letting people know how to prepare and what decisions will be made.

\_\_\_\_\_ Yes \_\_\_\_\_ No

- Ensure that pre-decision due diligence is based on accurate, sufficient, independent facts and appropriate analytical techniques. If possible, share your analysis of baseline data with everyone before the meeting so everyone has the same information.
- Request alternatives and “out-of-the-box” ideas, for example, by soliciting input from outsiders to the decision-making process. Try asking someone new to the company or outside your department with no history.
- Consider setting up competing fact-gathering teams charged with investigating opposing hypotheses.

## Manage virtual meetings inclusively.

- Make a practice of not having sidebar conversations because those on the phone can't hear the meeting, and everyone wants to know what is being said.
- Have **one person talk at a time**. If the group does not know one another well, each person should start with “this is...” so those on the phone know who is speaking. Use a baton or “talking stick” in the room so you can only talk if you have the stick in hand.
- **Use the chat window** to have people add comments and save talk time.
- Encourage the **use of an emoji to provide reinforcement and acknowledgment**.
- Try ending meetings with an invitation to follow up with you with any questions or issues not addressed in the meeting.

## Create the right atmosphere and manage the discussion.

- Ask everyone to contribute, starting with the most junior person or guest.

- Encourage admissions of individual experiences and interests that create possible biases. **Ask, what past experience brings you to that conclusion?**
- Ensure that all ideas are fully heard before they are challenged, particularly from more senior or more vocal participants. **Consider asking someone opposed to an idea to argue why it would be good and vice versa to see what emerges.**
- Encourage substantive disagreements by clearly dissociating it from personal conflict and **using humor to defuse tension.**
- **Interrupt the interrupters** – say, “I’d like to hear what \_\_\_\_\_ has to say, so hold that thought, and let’s have \_\_\_\_\_ finish, and you are up next.”
- Make sure to **attribute carefully.** If someone suggests something and another person repeats it, thank them for clarifying the original idea by \_\_\_\_\_. This is critical when an underrepresented person (the only woman or person of color who suggests something and someone else repeats it and attributes it to them).

### Manage the debate and give advance information so people know what to expect.

- Before the meeting, make sure everyone knows the meeting’s purpose (particularly when making a decision) and the criteria you will use. For recurring decisions (such as portfolio reviews), make it clear to everyone that those criteria include “forcing devices” (such as comparing projects against one another).
- Remember, if you have already made a decision and are just informing the group of that decision or expecting them to raise any red flags or concerns so that you can address them (but the decision is not debatable), be clear about that, or there will be thwarted expectations and frustration.
- Take the room’s pulse: Ask participants to write down their initial positions, use voting devices, or ask for their “balance sheets” of pros and cons. This is another way to bring out the ideas of introverts who will do better putting ideas on paper—in virtual meetings, using polls or the chat feature.
- Consider having participants break into small groups. One group could present the pros, and the other could present the cons.
- Force the room to consider opposing views. For vital decisions, create an explicit role for one or two people—the “decision challengers.” Assign these roles to people who do not usually serve as “devil’s advocates.” This validates that it is good to raise issues constructively and that it does not always have to be the same person’s burden or role, which tends to pigeonhole a team member and causes everyone to discount what they say.

## Once a decision is reached

- Commit yourself to the decision. The debate should stop when the decision is made, and everyone in the room, **person by person**, should be asked to voice support for the final outcome.
- Ensure you expect everyone to support the decision once everyone leaves the room. If anyone continues to have issues with the decision, ask them to meet with you to ensure that implementation plans address their concerns to the extent possible.
- Monitor pre-agreed-upon criteria and milestones to correct your course or move on to backup plans.
- Conduct a postmortem on the decision once its outcome is known.

Periodically step back and review decision processes to improve meeting preparation and mechanics. If necessary, use an outside observer to diagnose possible sources of bias.

## Team Discussion Activity

Share the following scenario and ask your team to weigh in on options. Then, discuss as a group. Ask if this could happen in your environment. This activity should take approximately 10 minutes.

*You will be late for a client meeting, so ask Sheela, a VP on your team, to kick off the meeting without you. Once you join the meeting, you step in to continue leading it and accomplish the meeting goals. Upon exiting the meeting, you are shocked to overhear your client's comment that "Sheela should not be in such a senior role and instead she should be married and at home with her family." You suspect that your client was probably not very respectful of Sheela during the start of the meeting, but you can't be certain.*

*What do you tell your client to recognize Sheela as a strong contributing team member?*

*What do you say to Sheela?*

## 5 | Developing Everyone to Their Full Potential

- **Set Clear Expectations** for everyone on the team and ensure they are aligned with the organizational goals so employees can see how their work contributes to the company's mission and vision.
  - Each team member needs to know exactly what they are responsible for, the goals they are working towards, and how their success will be measured against those goals. They also need context to understand where they fit into the company and how they contribute to its success.
  - Use **objective standards set in advance** for evaluating performance and assigning opportunities and projects.
  - Ask those who work with you for **feedback on the impact of your style** in supporting them to perform and progress in their careers.
- **Performance appraisals** provide a chance to review past achievements, current challenges, ongoing goals, and skill development, but employees need **mentoring, coaching, and support on an ongoing basis**. Employees need regular, timely, and specific details on how they can improve. This is particularly true for people of color and women, who are often given less coaching and development for fear of offending them.
  - Watch for **gender/racial attributed words**, i.e., “emotional-aggressive,” in performance reviews.
  - **Provide transparency** – explain decisions on hiring, evaluation, peer reviews, and share data.
  - Learn the different values and drivers that **motivate the people you lead** and adjust your style to support their performance.
- **Offer professional development opportunities to grow talent rather than hire someone** outside the organization.
  - Once performance gaps are identified, a strong commitment to developing new competencies in existing staff is required.
  - When leadership development programs are offered, ensure the mix of participants mirrors the mix you want in leadership.
- Some **additional best practices** for Inclusive Leaders:
  - Ensure your employees know you have a **zero-tolerance policy for bullying or harassment**.
  - **Believe people** when they come to you, trust them... and have a process to verify.
  - Distribute **office “housework”** (bringing birthday cake, taking minutes) to men and women equally.
  - **Sponsor someone** to support them in realizing their career aspirations.



- o **Ensure your team reflects diversity** in its demographic makeup, background, and perspectives—leverage this to avoid groupthink.
- o **Understand terminology**, gender, sexual orientation, current language regarding race and ethnicity, etc.
- o Office "**banter and jokes**" do not translate across cultures and can establish a toxic culture; take complaints seriously.
- o Make it safe to **challenge current thinking** and **propose crazy and novel ideas**.
- o Ensure **inclusion of employees with disabilities**, both mental, emotional, and physical.

**Reflected Best Self Exercise (RBSE)** Source: Lehigh University, The Center for Career & Professional Development, [www.careercenter.lehigh.edu](http://www.careercenter.lehigh.edu)

Use this exercise with your team members and for yourself, then share it with your leader. You can also consider sharing your team's strengths.

The article *"How to Play to Your Strengths,"* by Laura Morgan Roberts from The University of Michigan, outlines a method for seeking and using feedback from trusted others, referred to as the Reflected Best Self Exercise (RBSE). Roberts recommends it to help you identify and build your strengths. The overall result provides a strength-based portrait to help you discover who you are at your best and what you can become in your career.

The RBSE framework comes from Positive Organizational Scholarship. Research indicates that people tend to remember criticism yet respond to praise.

The RBSE involves four steps:

**Step 1: Identify Respondents and Ask for Feedback About STRENGTHS only**

Solicit feedback from those who know you best – family, friends, and colleagues. Ask these individuals to provide information about your strengths, including specific examples of how you used these strengths that were meaningful to them.

**Step 2: Recognize Patterns**

Use the feedback from respondents to identify common themes or areas of strength. Add examples of your own and organize the information into a table following the general format:

COMMON THEME	EXAMPLES GIVEN	POSSIBLE INTERPRETATION
<i>Ethics and values</i>		
<i>Courage under pressure</i>		
<i>Curiosity and perseverance</i>		
<i>Adaptability</i>		
<i>Ability to listen</i>		
<i>Analytical ability</i>		
<i>Team building skills</i>		
<i>Creativity</i>		

### Step 3: Compose Your Best-Self Portrait

Write a description of yourself that summarizes the analysis, weaving the themes from the feedback and observations into a composite of your “personal best.” It should be a prose composition approximately three paragraphs long. Begin the first paragraph with the statement, “When I am at my best, I...” This will take time and careful consideration and can provide an image of who you are now and who you can become.

### Step 4: Reflect. What Has Your Best-Self Portrait Revealed About the Career Path You Are On or Would Like to Define?

## Team Discussion Activity

Share the following scenario and ask your team to weigh in on options; then, discuss as a group. Could this happen in your environment? This activity should take approximately 10 minutes.

*Joe is a fair manager who drives his team hard and does not initiate much casual conversation. Over lunch with his friend David, a previous boss and current mentor, Joe shares his concerns that his team, while performing steadily, does not seem to be at its full potential. He asks for advice. David replies, “Joe, do you know what motivates each team member, or are you still driving for results 24x7?” David reminds Joe that he tends to be a workaholic and that as the team leader, he is also seen as a role model. David tells Joe that a workaholic role model may not fully engage and get the best out of his team.*

*You are Joe – what do you do with David’s advice?*

- a) When you meet with people, you start by asking how their weekend was. It’s an easy question to ask everyone, and it starts the conversation on something other than task updates.
- b) You think about David’s advice and decide that while he was a great mentor in the past, you have outgrown his advice and will enjoy his friendship.
- c) You initiate a conversation with your current boss and seek feedback about your leadership style to gain more insight into what you can do better to create a more inclusive work culture and ultimately get the most from all members of your team.
- d) You decide to take HR up on a 360 process they offer as part of your development. You look forward to getting feedback from your team and finding out what they need from you.

## 6 | Model Intentional Allyship and Advocacy

<p><b>What is Allyship?</b></p>	<p>An ally is a person who actively promotes and works to advance a culture of inclusion through intentional, positive, and conscious efforts that benefit others. It requires a commitment to continuous learning and courageous action to create more equitable and inclusive environments.</p> <p>It requires:</p> <ul style="list-style-type: none"> <li>● An ability to grow and learn while building confidence in others.</li> <li>● A continuous effort to build relationships based on trust, empathy, and accountability.</li> <li>● Work and endeavors that are understood and recognized by those you ally for.</li> </ul>
<p><b>Why is it important?</b></p>	<ul style="list-style-type: none"> <li>● Our society has not distributed power and privilege equally amongst different social groups.</li> <li>● It is time to work together to resolve inequities, understand, and prioritize the needs of marginalized people and align our actions to meet those needs.</li> </ul>
<p><b>How does it show up?</b></p>	<ul style="list-style-type: none"> <li>● It is a continual investment in supporting others, holding people accountable when mistakes are made, apologizing, understanding needs, and adapting support as situations evolve.</li> <li>● Allyship works to lift others by listening, endorsing, and advocating for the inclusion and equity of those who would not normally sit at the table.</li> <li>● Being an ally doesn't necessarily mean you fully understand what it feels like to be oppressed. It means you're taking on the struggle as your own.<sup>1</sup></li> </ul>
<p><b>Why should we care?</b></p>	<p>Because inequity is real and harmful.</p> <ul style="list-style-type: none"> <li>● Racial inequity, systemic racism, and injustice exist – ignoring these issues portrays tolerance.</li> <li>● Tolerance of these issues promotes the further oppression of minorities.</li> <li>● Studies have found that when women or people of color advocate for diversity, they face negative repercussions — they are perceived as self-serving and disruptive. In contrast, the opposite is true for white men.</li> </ul>

<sup>1</sup> Source: <https://guidetoallyship.com/#why-allies-are-necessary>

	<ul style="list-style-type: none"> <li>● It is time to challenge the status quo so those without privilege are not the only ones fighting the battle.</li> </ul>
<b>Self-reflection on Allyship</b>	<p>We are in a time of change, and it is now that we have an opportunity to re-learn how we see the world, viewing situations not from the lens of our own experience or perspective but based on the realities and experiences of others.</p> <ol style="list-style-type: none"> <li>1. Are you someone who commits and puts in the effort to recognize your privileges (based on gender, class, race, sexual orientation, etc.?)</li> <li>2. Have you ever stepped up to support a colleague in an oppressed group because of a struggle for justice?</li> <li>3. If so, was it because you worked to right a wrong, or did you place yourself in their shoes? Did you expect gratitude for what you did? If so, why?</li> </ol>
<b>Activity on Allyship with your team</b>	<p>Think about a time when you felt you were not recognized for something you did in support of others—or worse, you were criticized for the way you supported someone.</p> <p><b>Group Discussion</b></p> <ol style="list-style-type: none"> <li>1. If you were not recognized, did that stop you from being an ally in the future?</li> <li>2. If you were criticized for the way you supported others, how did you react, what was the result, and how could it have been handled in a way that caused you to become an even stronger ally?</li> </ol> <p>There are no correct answers here.</p>
<b>Strategies for Allyship</b>	<p>To be a true ally, you will want to:</p> <ul style="list-style-type: none"> <li>● Lift others up by advocating,</li> <li>● Share growth opportunities with others,</li> <li>● Not view venting as a personal attack,</li> <li>● Recognize systematic inequalities</li> <li>● Believe people’s experiences, and most importantly – listen, support, self-reflect &amp; change as needed</li> <li>● Listen to feedback and lean into your mistakes</li> </ul>

<p><b>Tips/Tools on how to be an effective Ally</b></p>	<p>Effective allyship requires being open to feedback, constantly evolving one's thinking, and embracing discomfort. The following is a list of Do's and Don'ts to help you be an effective ally.</p> <ul style="list-style-type: none"> <li>● <b>Do</b> be open to listening</li> <li>● <b>Do</b> be aware of your own biases</li> <li>● <b>Do</b> your research to learn more about history</li> <li>● <b>Do</b> learn how to <i>listen</i> and accept criticism with grace, even if it is uncomfortable</li> <li>● <b>Do</b> the work to learn how to be a better ally.</li> <li>● <b>Do not</b> expect to be taught or shown. Take it upon yourself to learn and answer your own questions.</li> <li>● <b>Do not</b> compare how your struggle is “just as bad as” a marginalized person.</li> <li>● <b>Do not</b> assume that every member of an underinvested community feels oppressed.</li> <li>● <b>Do not</b> behave as though you know best.</li> </ul>
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## Team Discussion Activity

Share the following scenario and ask your team to weigh in on options. Then, discuss as a group. Ask if this could happen in your environment. This activity should take approximately 10 minutes.

*You are in a meeting and notice that a female colleague, Ava, has made very good suggestions. The meeting leader acknowledges every time Mark makes a contribution but overlooks Ava's ideas. One time, Mark restates a suggestion Ava had made that had been ignored, and the group leader compliments Mark for coming up with such a great idea.*

*What do you do in this situation?*

- a) You intervene by saying, “Thanks for picking up on that idea, Mark. That’s exactly the point that Ava was making, and I, too, agree it is a great suggestion.”
- b) You say nothing at the time, but make sure you connect with Ava after the meeting to tell her you appreciate her ideas.
- c) You set up a meeting with the meeting leader and shared what you observed about Ava’s ideas/contributions being ignored and misattributed.
- d) After the meeting, you make sure you connect with Ava and coach her on presenting her ideas more assertively.

## 7 | REMINDERS and Tips

### Important actions to ensure you are creating an inclusive environment:

1. Set norms and **ground rules for meeting** dynamics.
2. Make the invisible visible – **interrupt the interrupters**.
3. **Understand privilege** and issues faced by those without it.
4. **Call out behaviors** if they do not support inclusion and diversity or disrespect others.
5. Become aware of the **stereotypes, assumptions, and judgments you make about different groups (unconscious or conscious bias) and how you can minimize the potential negative impact of these on your decisions, collaboration, and problem-solving**.
6. Involve and encourage those you lead to **identify challenges and offer solutions** on how your team supports the company culture and values.
7. Become clear **how inclusion and diversity support meeting your** and the organization's business goals.

### Things to do to increase your knowledge and become a DEI&B Champion

1. Actively diversify your sources of information.
2. Add your pronoun to your signature.
3. Make it a point to include those you see being left out.
4. If you're unsure how to pronounce someone's name, ask them to pronounce it correctly.
5. Think about the words you use and if any of your language might make someone feel like an outsider.
6. Foster deeper connections by showing a genuine interest in your team members.
7. Practice listening to those who are not like you (race, gender, sexual identity, etc.)
8. Read an article on diversity and share what you have learned with your team.
9. Compliment colleagues and team members for a difference you appreciate.
10. Practice saying "I value your perspective" to people with different opinions or viewpoints.
11. For one day, use your non-dominant hand to develop empathy for how some differently abled people go about their daily lives.
12. For a day, adjust your talk/listen ratio to 20% talking and 80% listening.

### Reminders

- Become aware of your conscious/unconscious biases and group biases.
- Seek to disprove your first impressions, consider "flipping."
- Notice if your thoughts include the word "all" or imply that the characteristic is applied to every group member, not just one individual.
- Become an inclusion champion and an ally and encourage others to do the same.
- Make the invisible visible and interrupt the interrupters.
- When people talk about oppression, do not dismiss it as them needing to "get a thicker skin" or "looking to be offended."

- If you are corrected, it's because others believe you are a good person who would do the right thing if you knew what it was.
- Your intent is irrelevant if you are being offensive or hurting feelings.
- You will make mistakes, own them and learn from them!

### Discussion questions to share with your team

- What are we hearing, and how are we responding regarding DEI&B?
- Are there any policies, processes, or programs we rely on across the organization that could have systemic racism or other areas of bias unknowingly woven into them?
- How do we help the maturation of DEI&B programs to address systemic bias at its source?